

HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
APO AE 09128

DIRECTIVE
NUMBER 56-10

18 Oct 96

PLANS AND POLICY

USEUCOM THEATER SECURITY PLANNING SYSTEM

1. SUMMARY. The USEUCOM Theater Security Planning System (TSPS) is a comprehensive, integrated and synchronized system for developing and executing the CINC's theater strategy of Engagement and Preparedness in our Area of Responsibility (AOR). TSPS develops plans for setting objectives and priorities and allocating resources for engagement activities; provides a vehicle for CINC guidance and oversight of preparedness activities; and assesses both through a series of measures of effectiveness (MOE). The system includes: a synchronizing organization; a family of plans including campaign plans with engagement activity and assessment annexes and preparedness guidance documents; and an integrated process to develop and approve them. TSPS synchronizes and focuses theater efforts and makes the best use of limited resources and maintains forces ready to conduct operations, if necessary. In sum, TSPS creates the conditions for success to achieve the CINC's vision of "One Team, One Fight."

2. APPLICABILITY. TSPS is a theater-wide planning system designed to encompass all engagement and preparedness activities. This directive applies to all directorates and staff offices of HQ USEUCOM and all Component Commands assigned to USEUCOM.

3. INTERNAL CONTROL SYSTEMS. This Directive does not contain internal control provisions and is not subject to the requirements of the internal control management control program. For HQ USEUCOM and subordinate joint activities, the applicable internal control directive is ED 50-8, Internal Management Control Program.

4. SUGGESTED IMPROVEMENTS. HQ USEUCOM Strategy Division (ECJ5-S) is the

Office of Primary Responsibility (OPR) for the implementation of TSPS. Send all recommendations for change to:

HQ USEUCOM
UNIT 30400 BOX 1000
APO AE 09128
ATTN: ECJ5-S
DSN 430-5873/5458

5. GLOSSARY OF TERMS. The following abbreviations apply throughout the directive:

AA - Assessment Annex. Annual document which assesses progress toward achievement of theater objectives by evaluating measures of effectiveness (MOE). It is attached to the Theater Campaign Plan.

AM - Activity Manager. The person who oversees the allocation of resources outlined in the Activity Annexes and compiles an Activity Annex for each Engagement Activity.

CCP - Country Campaign Plan. A geographical plan in the TSPS family of plans

which sets forth the CINC's goals in the country and is the basis for the allocation of activities and resources carried on in the country.

CDO - Country Desk Officer. ECJ5 Directorate Officer responsible for overseeing the construction and execution of the Regional and Country Campaign Plans.

EA - Engagement Activity. Engagement Activities are those ongoing activities of EUCOM forces and staffs undertaken in peacetime to "shape the environment" proactively in support of U.S. interests. These activities "shape the environment" by strengthening alliance and bilateral relations by promoting military reform and the growth of democratic institutions. Engagement Activities are focused geographically on countries and organizations in the AOR. They are generally funded and managed from the unified command headquarters or by a higher authority. These programs fall

into four main categories: Combined Exercises, Security Assistance, Traditional CINC and CINC

Interest Programs, and the George C. Marshall Center. Most of these programs are listed in figure 1.

EAA - Engagement Activity Annex. Document which allocates activities and resources for each engagement activity and is attached to the Theater Campaign Plan. It is written by the Activity Manager.

MOE - Measure of Effectiveness. Traits used to determine the success or failure of attaining the CINC's theater objectives throughout the AOR, in a region, or in a country. MOEs are assigned to each of the objectives outlined in the Theater Campaign Plan and assessed in the Assessment Annex.

Operations. Those activities conducted by U.S. forces designed to restore stability and/or protect

U.S. vital interests when Engagement Activities are unable or insufficient to achieve those conditions.

PA - Preparedness Activity. An activity directed at maintaining forces ready for the full spectrum of military operations. It is largely Component-managed and Service-funded and has theater wide application. Preparedness Activities within EUCOM include Training, Exercises, Personnel Readiness, Logistics and Infrastructure, Maintenance of Equipment, Ops Planning and C4I. Note that exercises can be classified as either an engagement or preparedness activity depending upon the primary purpose and composition of the exercise.

PGD - Preparedness Guidance Document. A document which provides the CINC's top down guidance for the Preparedness Activities and resources that support the readiness of U.S. forces in this AOR.

RCP - Regional Campaign Plan. A document in the TSPS family of plans which establishes U.S. policy and the application of the Theater Strategy to the region. It prioritizes countries within the region and is the basis for the allocation of activities carried on in the region.

RWG - Regional Working Group. A working group within the TSPS synchronization organization, chaired by a J5 Regional Division Chief, that reviews each campaign plan and recommends regional policy, country prioritization, and resource allocation to the Synchronization Steering Group. There are four RWGs corresponding to the four geographic regions in the AOR.

SSG - Synchronization Steering Group. A flag level working group within the TSPS synchronization organization, chaired by the

Chief of Staff, with Component, Directorate, and Advisor representation, which reviews campaign plans and discusses security-related issues for the AOR. It is the highest level working group within the TSPS organization and should be the venue for reviewing and recommending to the DCINC and CINC a course of action on a wide variety of theater security issues.

TCP - Theater Campaign Plan. The highest level document in the TSPS family of geographical plans. It translates the Theater Strategy into measurable objectives and identifies tasks to accomplish them. It also prioritizes regions within the AOR and through a series of attached Engagement Activity and Assessment Annexes allocates resources on a theater level and assesses mission accomplishment.

TSPS - Theater Security Planning System. The system which translates the CINC's vision into action and synchronizes the engagement and preparedness activities of USEUCOM organizations responsible for the execution of U.S. policy in the AOR. It is a theater security management system.

6. RESPONSIBILITIES.

All HQ USEUCOM directorates and Component Commands are responsible for incorporating TSPS into their planning systems. Each directorate, Component Command, POLAD, and the Legal Advisor will provide flag level/principal representation to the Synchronization Steering Group and representation to the Regional Working Groups. The directorates listed below will create and

maintain the following Campaign Plans,
Engagement Activity and Assessment Annexes
and Preparedness Guidance Documents:

Theater Strategy Document:
ECJ5

Campaign Plans:

Theater Campaign Plan:
ECJ5
Western Europe/NATO Regional
Campaign Plan:

ECJ5
Central Europe and the Former Soviet
Union Regional Campaign Plan:

ECJ5
Middle East/North Africa Regional
Campaign Plan:

ECJ5
Sub-Saharan Africa Regional
Campaign Plan:

ECJ5
Country Campaign Plans:
ECJ5

Engagement Activity and Assessment
Annexes:

Exercises:
- JCET
- Database Development

ECJ3
ECSO
ECCS-AS

Security Assistance:
- Policy
- Activity management

ECJ5
ECJ4
Traditional CINC and CINC
Interest Programs:

- JCTP
- Humanitarian Demining
- HAP-EP
- Medical Exchanges
- Chaplain Programs

ECJ5
ECJ5
ECSO
ECJ4
ECMD
ECCH
Marshall Center:
ECMC
Assessment:
ECJ5

Preparedness Guidance Documents:

Training
ECJ3
Personnel Readiness
ECJ1
Logistics
ECJ4
Operations Planning
ECJ5
Communications
ECJ6
Medical
ECMD
Reserve Component Support
ECRA
Force Protection
ECSM

ECJ2 is responsible for providing intelligence support for TSPS to include intelligence for the security environment sections of the TSPS campaign plans, for country prioritization and for assessment.

7. POLICIES AND PROCEDURES.

A. THE THEATER SECURITY PLANNING SYSTEM. TSPS establishes objectives and priorities, identifies and synchronizes activities, allocates resources and measures mission success. It is a comprehensive, integrated CINC-led system for planning engagement activities and establishing guidelines for preparedness activities throughout the Area of Responsibility (AOR). TSPS synchronizes engagement activities through the geographical plans and Engagement Activity Annexes. It provides CINC guidance on preparedness activities through the Preparedness Guidance Documents to ensure the preparedness of theater forces. It also creates a mechanism for assessing the ability to achieve

the objectives stated in the Theater Strategy.

TSPS:

- (1) Enables the CINC to establish objectives, policy, strategy and priorities for the entire AOR.
- (2) Provides visibility on all activities.
- (3) Enhances CINC oversight.
- (4) Provides a means to integrate Engagement and Preparedness Activities and measure their effectiveness.
- (5) Optimizes dwindling resources.
- (6) Improves USEUCOM inputs to the inter-agency policy process.
- (7) Provides an input into the Planning, Programming and Budgeting System.
- (8) Provides a vehicle for coordination with other agencies.

Figure 2 represents the family of plans that are the output of TSPS.

B. CAMPAIGN PLANS. The geographical campaign plans and the engagement activity annexes which support them are designed to direct the engagement activities within the AOR. There are three levels of campaign plans beginning with the Theater Campaign Plan. They become more detailed as they descend through the four Regional Campaign Plans and to the individual Country Campaign Plans. Major inputs to the Campaign Plans include the National Security, National Military and CINC's Theater Strategies, as well as other strategic documents like the Joint Strategic Capabilities Plan (JSCP), Defense Planning Guidance (DPG) and State Department Bureau Program Plans. The plans have parallel construction: each includes the CINC's vision, security objectives, a description of the security environment, strategic concepts, and tasks to achieve the objectives. Activity allocation, drawn from the Engagement Activity Annexes, may be added to the Regional and Country Campaign Plans as necessary. The Theater Campaign Plan prioritizes the four regions and the Regional Campaign Plans prioritize the countries within the regions based on their importance to U.S. interests. All campaign plans will be similar in format as well as content. Regional specific items and activity

allocation data extracted from the engagement activity annexes may be added to the basic format. All plans, however, should have the same basic seven sections outlined in figure 3.

Theater and Regional Campaign Plans will be classified at least CONFIDENTIAL due to the regional and country prioritization listings contained within the plans.

Campaign plans will remain current until annual reviews dictate a need to publish a new plan. Each plan will be reviewed and updated annually as dictated by changes in the international environment, strategies (National Security, National Military, Theater), prioritization, or country-specific factors.

Each plan will be labeled according to its publication date (the date the plan is signed by the approving authority). The Theater and Regional Campaign Plans will be approved by

the CINC and the Country Campaign Plans will be approved by the DCINC. Subsequent annual reviews will be annotated on a document review summary page inside the plan and signed by the appropriate approval authority. When an annual review, but no re-write is required, country and regional plans will be signed by the chairmen of the regional working groups and approved by the Director, Plans and Policy, ECJ5. All major changes to these plans will require approval by the SSG.

(1) The Theater Campaign Plan.
The Theater Security Planning System (TSPS) cornerstone document is the Theater Campaign Plan (TCP). It is the linchpin between the objectives defined in the national and theater strategies and the specific regional and country plans which are designed to implement the strategies. The TCP establishes the MOE to ascertain accomplishment of the theater objectives. The TCP identifies priorities among regions. It lays out the tasks to be accomplished by the forces in the field to execute the strategic concepts of the Theater Strategy. In other words, the TCP begins the translation of theater objectives and strategic concepts into action. It provides overall policy guidance for developing

the Regional and Country Campaign Plans, Preparedness Guidance Documents, and Engagement Activity Annexes.

(2) Regional Campaign Plans. There are four Regional Campaign Plans (RCP): Western Europe/NATO, Central Europe and the Former Soviet Union, Middle East/North Africa, and Sub-Saharan Africa. Each RCP provides regional security objectives that expand upon the TCP objectives with attached MOE, establishes priorities among countries, describes strategic concepts, tasks and engagement activities in executable detail, and prioritizes the application of activities among the countries in the region for each activity.

(3) Country Campaign Plans. The Country Campaign Plans (CCP) establish country

objectives and describe in executable detail strategic concepts, tasks and the associated engagement activities to achieve the objectives for each country in the AOR. If necessary, CCPs may have an attachment that shows activity allocation data drawn from the Engagement Activity Annexes. Similarly, other supplemental information not in an existing engagement activity annex can be attached to the CCP, but such attachments must be kept to a minimum.

C. ENGAGEMENT ACTIVITY ANNEXES.

Engagement Activity Annexes are activity allocation documents which support the campaign plans and are attached to the Theater Campaign Plan. An Engagement Activity Annex (EAA) will be prepared for each engagement activity. Each EAA shall contain the following elements: (1) a basic description of the activity; (2) how that activity achieves the CINC's objectives in the TCP; (3) the allocation of each activity for each country across the theater based on prioritization contained in the Theater and Regional Campaign Plans; and (4) the resources (forces, infrastructure and funding) necessary to support these activities and an estimate by the Activity Manager on the future direction of their activity. Unlike campaign plans, the EAAs will be published annually to parallel the PPBS cycle and, when appropriate, will indicate the allocation of activities and resources associated with that allocation for a four year period. To illustrate, the Security Assistance Engagement

Activity Annex, published in July 96 will cover the FY96 execution year and the FY97/98/99 budget, program and planning years.

D. ASSESSMENT ANNEX. The Assessment Annex (AA) assesses the level of success of the engagement and preparedness activities to meet the objectives laid out in the Theater Campaign Plan. It accomplishes this by assessing a set of MOE for each theater objective. The Assessment Annex is attached to the Theater Campaign Plan.

E. PREPAREDNESS GUIDANCE

DOCUMENTS. Preparedness Guidance Documents (PGDs) provide the CINC's policy, priorities, standards, and other guidance as depicted below for the conduct of preparedness activities and the resources which support those activities. PGDs also provide the valuable link between preparedness and engagement activities since both sets of activities can be mutually supportive. A Preparedness Guidance Document (PGD) will be created for the preparedness activities and for Reserve Component support. The HQ USEUCOM directorate indicated in section (5) creates the PGD, in coordination with the Components. The CINC will approve each PGD via the Synchronization Steering Group and the DCINC. PGDs will be reviewed annually for currency by the office responsible for the document and updated or republished as necessary. The following is a description of each PGD:

(1) Training. This guidance document focuses on joint training requirements and on requirement based training through the Joint Mission Essential Tasks (JMETs) lists. The USEUCOM Joint Training Plan, produced by ECJ3, fulfills this requirement.

(2) Personnel Readiness. Personnel Readiness is simultaneously an objective and a strategy. This guidance document will focus on all issues pertinent to support personnel assigned to EUCOM. An important part of this PGD will encompass Quality of Life issues.

(3) Logistics. This guidance document provides the CINC's concept of operations for joint, combined and multinational logistics. The term "logistics" encompasses all actions to plan and execute the movement and maintenance of US/coalition forces to, from and within the

USEUCOM AOR. The logistics PGD will address policy, priorities and standards for control of theater movements and force

maintenance functions of sustainment, engineering and infrastructure, Host-Nation Support/Command Agreements, and the execution of Security Assistance programs.

(4) Operations Planning. This guidance document will specify requirements for deliberate contingency plans (selected NEOs, withdrawal of engaged forces, etc.). It will provide CINCEUR guidance on the crisis planning action process and describe the interface between policy planning (TSPS) and deliberate (operational) planning.

(5) Communications (C4I). This guidance document will identify priorities and principles to be considered while planning communications support in the European theater. Proper application of the principles discussed will ensure that all essential elements of communications systems are considered and applied in the planning process.

(6) Reserve Component. This guidance document will cover the coordination and integration of reserve forces within USEUCOM.

(7) Medical. This guidance document outlines the strategy for the delivery of peacetime health care, as well as medical readiness and deployability of medical assets, within the U.S. European Command AOR.

(8) Force Protection. This guidance document provides the CINC's guidance on protecting U.S. forces at home and in the field. It will include guidance on all aspects of force protection to include antiterrorism (physical security, operations security, personal protection, training, crisis management, and public affairs) and health risks faced by forces in the field.

F. TSPS ORGANIZATION. The organization responsible for implementing TSPS includes the existing EUCOM and Component staff elements. TSPS utilizes a "synchronization organization" that cuts across traditional staff boundaries to achieve a truly coordinated effort. The Synchronization Steering Group, the Regional Working Groups, Functional Working Groups,

the J5 Country Desk Officers and the Activity Managers work together with the existing staff elements and embassy country teams to create "one team" for theater security planning. Figure 4 portrays the TSPS organization and illustrates the formal and informal relationships within the organization.

(1) Synchronization Steering Group. The Synchronization Steering Group (SSG) provides flag level / Principal coordination for the TSPS. Chaired by the Chief of Staff, the standing membership includes the Staff Directors, the POLAD, ECRA, ECLA and Component representatives. Other staff elements participate as determined by the agenda. It is the highest authoritative body within TSPS responsible to the CINC and DCINC for addressing issues involving theater-wide strategic activities and resolving any remaining conflicts in the Campaign Plans, Engagement Activity Annexes, and Preparedness Guidance Documents. The SSG arbitrates regional prioritization. The SSG reviews the Theater, Regional and select Country Campaign Plans (as determined by the Chairman) and the Preparedness Guidance Documents, and forwards them to the DCINC and the CINC for approval. The SSG approves the Engagement Activity and Assessment Annexes which are forwarded to the DCINC for signature and then added to the Theater Campaign Plan. The SSG is a corporate body which may address a broad range of theater security issues. The SSG will plan to meet quarterly or as TSPS requirements dictate.

(2) Regional Working Groups. The appropriate J5 Regional Division Chief chairs each Regional Working Group (RWG). The RWG has representation from the USEUCOM

staff, Components, POLAD, Joint Analysis Center (JAC), Country Desk Officers, and the various Activity Managers. The RWG may also have representation from the various Interagency Groups to include the Office of the Assistant Secretary of Defense for International Security Affairs, the appropriate Joint Staff J5 Regional Division, Department of State Politico-Military Affairs and appropriate Regional Division

Offices, as well as representatives from other geographic CINCs, if appropriate. The Chairmen of the RWGs will determine which outside organizations will attend and participate in the RWGs. The RWG is the major interactive forum bringing together, at the working level, representatives and inputs from all agencies responsible for theater security. The RWG oversees the development of regional and country campaign plans and engagement activity annexes, and addresses regional security issues. The RWG arbitrates country prioritization and reviews and forwards the Theater and Regional Campaign Plans (with country prioritization) to the SSG. The RWG recommends to the Chairman of the SSG which Country Campaign Plans need to go to the SSG for resolution. The RWG will meet as scheduled by the regional divisions, but normally at least quarterly.

(3) Functional Working Groups.

Functional Working Groups are ad hoc or permanent working groups that work specific issues of interest to the DCINC/CINC. Established by the Chief of Staff, they will be comprised of representatives drawn from the EUCOM and Component staffs as appropriate to the issue. These working groups report their findings to the Synchronization Steering Group as necessary.

(4) J5 Country Desk Officers. The J5

Country Desk Officers (CDO) are instrumental in achieving the CINC's objectives in their assigned countries. They serve as the country's, advocate in the planning process. Each desk officer is responsible for one or more countries

the number depending on the country's relative importance and the tempo of U.S. military cooperation activities with the country. In close coordination with the Engagement Activity Managers, the Embassy Country Team, the Components, the Joint Staff and other agencies, the CDO will draft the Country Campaign Plan and oversee its execution.

(5) Activity Managers. Each engagement

activity (Exercises, Security Assistance, Traditional CINC and CINC Interest Programs and the George C. Marshall Center) has an Activity Manager responsible for the efficient execution of the program theater-wide, including Component activities. Activity Managers

provide subject area expertise and are responsible for the engagement Activity Annexes. They serve as the activity advocate in the planning process. They work in close coordination with the J5 CDOs in drafting the Engagement Activity Annexes. They will make resource allocation recommendations based on the CINC's priorities and objectives expressed in the campaign plans, as well as on activity-specific considerations and individual country needs. The Activity Managers coordinate informally with the national resource providers, i.e., the Defense Security Assistance Agency and the National Guard and Reserve forces. The CDOs, if necessary, may extract data from these annexes to monitor their countries.

G. TSPS PROCESS.

(1) Overall Process. The TSPS process is composed of four separate and integrated parts: a policy process; a two-step prioritization procedure; an activity and supporting resource allocation process; and an integrated assessment process. The TSPS process begins with policy development and prioritization in the first and second quarters of the fiscal year. This is followed by resource and activity allocation during the third quarter. The fourth process, assessment, although performed continuously, is comprised of two main events: the annual regional assessment conferences (one for each region), held during the fourth quarter; and the assessment annex, prepared during the first quarter of the following fiscal year. Since the TSPS process is cyclical, it begins again with the policy development and prioritization processes. The planning and prioritization processes produce Campaign Plans and the allocation and assessment processes produce the Engagement Activity and Assessment Annexes.

(2) Policy Process. The TSPS process begins with policy development. Country Desk Officers in ECJ5 working with Activity Managers from across the staff and Embassy Country Teams develop the Theater, Regional, and Country Campaign Plans. Once initially developed, a campaign plan remains valid until changes in the international environment, national strategies, the CINC's Theater Strategy or regional/country specific factors necessitate revision or an entirely new plan. Regional Working Groups meeting during the 1st and 2nd quarter of the fiscal year and acting upon

recommendations from the CDOs and Activity Managers will determine whether to revise or republish each plan. If not republished the existing plan will be annotated as reviewed and or revised on the summary sheet within the plan and revisions will be noted throughout the documents.

The official date of a campaign plan will be the date of original publication or revision/review. Once reviewed by the Regional Working Groups, the Theater and Regional Campaign Plans are forwarded to the CINC for approval through the Synchronization Steering Group and the DCINC. Once approved by the CINC, the plans are distributed to the Joint Staff, OSD, State and throughout the AOR. While all plans are developed and reviewed in parallel, they are also intended to be sequential. The Theater Campaign

Plan is used to develop the four Regional Campaign Plans and the four RCPs are used to develop the Country Campaign Plans. The approval process for CCPs differs from that for the TCP and RCPs in three ways. First, once drafted the CCP is sent by the Country Desk Officer to the appropriate Ambassador or Deputy Chief of Mission for informal coordination. Once complete, the plan is forwarded to the Regional Working Groups. Second, not all country plans will be reviewed by the Synchronization Steering Group. After the individual embassy has had a chance to comment on the CCP, the Regional Working Group will review it and determine whether it needs to be reviewed by the SSG. Third, once reviewed by the RWG and, if appropriate the SSG, CCPs are normally approved and signed by the DCINC, not by the CINC. Once approved, the plans are distributed throughout the AOR and to the JCS, OSD, and State. The policy process is depicted in figure 5.

(3) Prioritization. One of the major components of the policy process is prioritization. TSPS incorporates a prioritization schema which assesses each region and the countries within those regions in terms of its importance to U.S. interests. This prioritization is used as a basis to determine resource allocation within the AOR. The prioritization process is flexible enough to be

applied independently to each region and subjective in analysis which allows for case-by-case exceptions to published prioritization matrices.

A. Regional Prioritization. The prioritization of the four regions in the AOR is a one step process set down in the Theater Campaign Plan. Since the four regions are distinct in nature, each will be prioritized according to varying criteria. Each region, however, must be evaluated against the following geopolitical criteria:

- Build Democracy & Promote Peace
- Prepare, Renew, Build Alliances and Coalitions
- Protect U.S. Interests
- Promote Regional Stability
- Counter Transnational Dangers
- Generate Forces Effectively
- Conduct Peace Support Operations Effectively
- Conduct Effective Crisis Management Operations

It should be noted that the regional priorities articulated in the TCP are not universally applied to every program executed in the AOR; nor are they ironclad dictums. Some resources will be distributed in each of the regions where their application is appropriate, but not necessarily the highest priority overall. It is the overall level of effort that should reflect the CINC's regional priorities and, when a program's allocation does not follow them, exceptions should be explained in the Activity Annex.

B. Country Prioritization. Country Prioritization is a two-step process and is set down in the Regional and Country Campaign Plans. Step one categorizes countries based on regional specific geopolitical factors including the ones listed above. CDOs, Activity Managers, representatives from across the EUCOM staff and Components evaluate countries against the selected criteria during Regional Working Group meetings. Other sources of information to help accurately assess each country include intelligence summaries and Country Team

Assessments.

Step two is a process for selecting programs to be conducted in a country by matching activities to country objectives based on the applicability of the activity, ability of the country to absorb the activity, expected return on investment and prioritization outlined in step one. This step insures that activities are not merely allocated to overall country prioritization in step one, but rather assigned to maximize the activity's ability to achieve specific country objectives.

The result of the country prioritization process is incorporated into the regional campaign plans. The two European regions classify countries into one of three tiers, A, B, or C with A designating countries receiving highest priority. The two African regions classify their countries into one of two tiers, Focus and Non-Focus with Focus countries receiving the higher priority.

(4) Activity and Resource Allocation. The activity allocation process produces the Engagement Activity Annexes which allocate the engagement activities across the AOR. Unlike campaign plans, the Activity Annexes will be published annually and be annotated for a four-year period. These annexes are developed by the Engagement Activity Managers based upon: (a) the objectives and priorities contained in the campaign plans; (b) his knowledge of the needs, opportunities and other factors peculiar to his activity in each country; and (c) State Department or other agency directed allocations for his activity, where applicable. In this phase, they must work closely with the Country Desk Officers. Upon receipt of the allocations proposed by the Activity Managers, the Country Desk Officers review the proposals for their countries, assess the overall balance among all activities in the respective countries and negotiate changes with the Activity Manager as necessary. During the third quarter, the Regional Working Groups will meet to discuss unresolved conflicts and forward the annexes through the Synchronization Steering Group for DCINC approval. An integral part of the EAA is to identify the resources (forces/personnel, funding/budget and infrastructure/material) to support the allocation of the activities discussed in the annex. Where possible, resource allocation data should parallel by year the actual activity allocation. This process will facilitate resource

allocation decisions as they relate to supporting

engagement or preparedness objectives and supporting EUCOM inputs into the Planning, Programming and Budgeting process. The activity and resource allocation process is depicted in figure 6.

(5) Assessment. The annual regional assessment conferences, conducted during the fourth quarter of the fiscal year, start the assessment process. The results of these conferences produce the Theater Campaign Plan Assessment Annex, written in the first quarter of the fiscal year. The Assessment Annex provides crucial feedback for effective mission planning and execution. The annex becomes a major input into the policy development process that follows. The overarching purpose of these conferences, the Assessment Annex, and the year-long process which supports it, is to provide a continuous assessment mechanism within TSPS based upon a common set of criteria and a collection process that produces a variety of assessment products. The essential features include: a unifying principle that assesses the objectives in the Theater Strategy through MOE developed in the Theater Campaign Plan; a common set of data points with a single and integrated collection process; a decentralized analysis process; input from AOR Country Ambassadors; and a number of assessment products depending on the purpose, the audience, and CINC's needs.

The TSPS assessment process has two major components that correspond to the distinctions between engagement and preparedness activities. The engagement component has a regional and geographic focus, dependent primarily on qualitative factors, while the preparedness component has a functional and theater-wide focus, dependent primarily on quantitative indicators.

(A) Engagement Component.
Assessment of the engagement activities' effectiveness in realizing the policy

or engagement objectives in the Theater Strategy is done through an analysis of the applicable

MOEs and associated data points listed in the TCP and assessment annex. The ECJ5 CDOs continually analyze the data by incorporating the inputs from several organizations including ECJ2, the Embassy Country Teams and the activity managers.

The appropriate RWG chairmen present the quarterly assessments of the engagement objectives to the SSG, unless circumstances require a more immediate assessment or policy update.

An annual assessment of these objectives is contained in the Assessment Annex of the TCP.

(B) Preparedness Component. An assessment of the preparedness activities' effectiveness in realizing the preparedness objectives in the Theater Strategy is done through an analysis of the applicable and associated data points listed in the TCP and Assessment Annex.

Quarterly assessments of these objectives are done through the collection and analysis of data provided by the OPRs for each of the functional areas. These assessments are reported in the quarterly Analysis and Trends Report (ATR). The ATR will also include the Engagement Quarterly Assessments to the Synchronization Steering Group by the Chairman of the Regional Working Groups.

An annual assessment of the preparedness objectives, which is a synopsis of the four quarterly ATRs, will be included in the TCP Assessment Annex.

There are three phases to the actual assessment process. Phase one is the annual assessment which involves the publication of the TCP Assessment Annex. The Assessment Annex is the baseline for phases two and three and is the overall baseline for USEUCOM mission performance. It utilizes two major inputs; an assessment of the engagement objectives resulting from the annual assessment conferences chaired by the ECJ5 Regional Division Chiefs and an assessment of preparedness objectives produced by the OPRs for those objectives. These assessment conferences will be the mechanism to bring together all those responsible for conducting engagement and preparedness activities to assess how well these activities are

supporting the EUCOM mission and meeting the CINC's objectives. Inputs will be prepared by EUCOM J2 and the JAC. In addition, each ambassador will provide input by responding to the CINC's questions on EUCOM's support to their embassy's objectives. Each year prior to the assessment conference the appropriate division in J5 will prepare this message for the CINC's signature and distribution to each U.S. Ambassador in the AOR.

The second phase is the quarterly assessment of each of the objectives reported in the Quarterly ATR. The report has two major inputs. For the engagement objectives, the quarterly reports submitted by the ECJ5 Regional Division Chiefs to the SSG are the input. For the preparedness objectives, the input is the quarterly compilation and analysis of readiness and quality of life data.

The final phase entails updating the above reports and data supporting them as appropriate to meet requirements by the CINC. Ultimately the purpose of assessment is to determine EUCOM and Component performance and to adjust policy accordingly. The TCP Assessment Annex will be used by Country Desk Officers, Activity Managers, the RWGs and SSG to affect policy through changes to the theater, regional and country campaign plans. It will be drafted by ECJ5 and approved by the CINC through the SSG and DCINC. Quarterly assessments an

daily inputs will be used to recommend to the SSG appropriate policy corrections.

Assessment results are reported by fishbone diagrams in which each objective and associated MOE is assigned one of four colors reflecting progress toward achieving theater objectives. Trends derived from previous assessments will be designated with up arrows indicating upward trends and down arrows indicating downward trends.

Red = Unsatisfactory - Not Progressing - Requires immediate attention.

Amber = Marginal - Slow Progression - Requires management attention and close monitoring.

Green = Satisfactory - Progressing - Continue Monitoring.

White = not applicable.

Detailed explanations of the MOE, the supporting indicators, and the offices, directorates, etc. responsible for assessing and providing information is contained in the Assessment Annex. Flexibility is a vital consideration. Changes in objectives will precipitate changes in MOEs and the supporting indicators. MOEs can be changed and the responsible OPRs are empowered to change them, as necessary, in order to better gauge their programs.

(C) Responsibilities. The agencies listed below will be responsible for maintaining and supporting the USEUCOM Assessment Process.

ECJ1

Assess Quality of Life and Personnel Readiness objectives and provide input into all assessment products.

Provide necessary input to support MOEs associated with other objectives as specified in TCP.

ECJ2

Provide necessary input to support MOEs associated with the nine objectives as specified in the TCP.

ECJ3

Assess readiness objectives and provide inputs into the Assessment Products (Analysis and Trends Report)

Provide necessary input to support MOEs for objectives 1-7.

Joint Monthly Readiness Report.

ECJ4

Provide necessary input to support MOEs associated with the CINC's objectives specified in the Theater Campaign Plan and Assessment Annex.

ECJ5

Assess European engagement objectives and input to assessment products (ECJ5-E).

Assess Middle East and African objectives and input to assessment products (ECJ5-M).

Produce the Assessment Annex to the TCP (ECJ5-S).

Chair Annual Assessment Conferences, provide necessary input to support MOEs associated with the CINC's objectives as specified in the TCP, and prepare yearly CINC's request for Ambassador assessments.

ECJ6

Provide necessary input to support MOEs associated with the CINC's objectives specified in the Theater Campaign Plan and Assessment Annex.

Assess Theater Command Control Communications and Computers (C4) systems as part of the C4 System Master Plan (C4SMP) process and provide input into all assessment products.

ECCS-AS

Data base manager.

Produce the Analysis and Trends Report (ATR).

Produce Database linking EAs.

ECMD

Provide input to support MOEs on health issues as specified in the TCP.

Components
and Remaining
Staff

Support ECJ1 and ECJ3 in collecting data to assess readiness and Quality of Life.

(6) Preparedness Guidance Document (PGD) Development. PGDs are developed in parallel with the campaign plans and engagement activity annexes and derive their objectives from the Theater Strategy and Theater Campaign Plan. They are developed by the appropriate Staff Element with Component input. They are forwarded to the CINC for approval through the Synchronization Steering Group (SSG) and the DCINC. An annual review by the appropriate staff element with Component coordination will determine when reproduction is necessary.

(7) Coordination. The TSPS process provides for extensive coordination both within and outside the EUCOM chain of command. In addition, all levels of the EUCOM staff organization, as well as the Components, are involved in all phases of Campaign Plan, Engagement Activity Annex, Assessment Annex and Preparedness Guidance Document development.

(a) Internal Coordination. All campaign plans are reviewed annually to determine if it is necessary to update or republish the plans. The results of the Annual Assessment Conference, changes in the National or CINC's Theater Strategies, or significant world events will be used to make this decision. The Theater and Regional Campaign Plans will be staffed via the Staff Summary Routing System (SSRS) process to the Regional Working Groups. Once reviewed by the RWGs, the plans will then be staffed via the SSRS process to the members of the Synchronization Steering Group who will determine if republication is necessary. If the SSG determines republication is not necessary, a letter of transmittal will be prepared for CINC approval keeping the plans current. Approval by the CINC will be used to annotate the Summary Sheet in the plans to make them current. The minutes of the SSG will annotate whether republication or letter of transmittal is necessary for each plan.

The Country Campaign Plans will be sent via SSRS to the members of the Regional Working Groups. The RWG will determine the necessity of updating or reproducing the plans. If the RWG determines that republication of the CCP is not necessary, the Chairman of the RWG will forward that recommendation through the ECJ5 Director to the DCINC. Approval by the DCINC will be used to annotate the Summary Sheet in the plans to make them current.

The Engagement Activity Annexes are republished every year since resource allocation occurs on an annual basis. Once developed, they are sent via SSRS to the members of the RWG. Once approved by the RWGs, they are sent via SSRS to the members of the Synchronization Steering Group for review. Once approved at the SSG, they are forwarded to the DCINC for signature.

The staff elements responsible for the Preparedness Guidance Documents will review their respective documents annually to determine whether the document needs to be updated or republished.

(b) External Coordination. External review of TSPS plans includes organizations such as the Department of State (DOS), the Embassies, and other government agencies conducting security-related activities in the AOR. This interface shall be effected as follows:

The CINC-approved Theater and Regional Campaign Plans are sent to the Joint Staff which will distribute them to the members of the appropriate Inter-Agency Working Group for

information. The Theater Campaign Plan will be sent to the Deputy Director of J5 at the Joint Staff while the Regional Campaign Plans will be sent to the Pol/Mil Division of the Joint Staff.

Prior to review by the appropriate Regional Working Groups, the Country Campaign Plans will be sent to the appropriate Ambassadors/DCM for informal review and comment. If the RWGs determine that the SSG need not review the CCP, the plan is sent to the DCINC for signature and approval. The interface between the USEUCOM Staff and the Embassy Country Teams in the development of Country Campaign Plans is a critical part of the TSPS process. TSPS establishes a formal mechanism to ensure a dialogue between the CINC and the Ambassador to coordinate and synchronize activities in each of the countries in this AOR. Consultation with other agencies, e.g., Office of Foreign Disaster Assistance, Drug Enforcement Agency, will be conducted informally by the Country Desk Officers and Activity Managers to ensure that USEUCOM activities in the host

countries are not in conflict with other activities. This coordination will normally be completed through the embassy.

(8). Milestones. Figure 7 depicts the annual milestones associated with the TSPS process. The annual milestones reflect the quarterly processes described previously. The Assessment Annex will be produced annually during the first quarter following the assessment

conference. Campaign plans will be reviewed and updated during the first and second quarters according to the schedule outlined below. This ensures a sequential as well as parallel review. The Engagement Activity Annexes will be reproduced annually during the third quarter. The graph below is a summary of the annual review\reproduction completion dates:

01 Jan
Assessment Annex
01 Feb
Theater Campaign Plan
01 Mar
Regional Campaign Plans
01 Apr
Country Campaign Plans
01 Jul
Engagement Activity Annexes

(9) Dissemination of Plans. After approval, the final Campaign Plans and Preparedness Guidance Documents are disseminated throughout the HQ USEUCOM staff, to the Component staffs for execution, and to the Joint Staff for information. The Country Campaign Plans are sent directly to the applicable Embassies. The approved Campaign Plans, with extracts from associated Engagement Activity and Assessment Annexes, will be used by USEUCOM Headquarters and the Components to develop inputs for the Planning, Programming and Budgeting System and other related products.

(10) Distribution of Plans. A Theater Security Planning Management System, developed by the Office of Analysis and

FOR THE COMMANDER IN CHIEF:

OFFICIAL

SUSAN M. MEYER

LTC, USA
Adjutant General

DISTRIBUTION:

P

Simulation (ECCS-AS), will be used to facilitate the distribution of the TSPS documents and to aid in the development of these same documents. The system consists of two phases. The first phase is a distribution system which involves placing the documents on the Secret Internet Protocol Router Network (SIPRNET) Web pages. The documents will be hyperlinked to other documents which support them, thus ensuring the documents contain the latest and most up-to-date information available. The second phase is to create an activity database for all engagement activities in the AOR. These documents will be available for review by anyone on the SIPRNET, but editing privileges will be limited to the OPRs for each document and/or activity.

DAVID L. BENTON III
Lieutenant General, USA
Chief of Staff

ED56-10

ED56-10

ED56-10

ED56-10

ED56-10

ED56-10

ED56-10

ED56-10

ED56-10

ED56-10

ED56-10

ED56-10

ED56-10

ED56-10

ED56-10

ED56-10

ED56-10